



PENINSULA
COLLEGE
GEORGETOWN

FINAL SEMESTER EXAMINATION
(in compliance with MQA's requirement)

Programme	:	BA (HONOURS) BUSINESS 3+0 IN COLLABORATION WITH UNIVERSITY OF PLYMOUTH, UK
Academic year	:	2022/23
Stage	:	3
Course	:	MANAGING CHANGE
Course Code	:	MAL3005
Time Allowed	:	3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. This question paper consists of **FOUR (4)** questions
3. Answer **ALL** questions in the question paper.
4. Answers to the questions are to be written into the examination booklet.
5. Electronic dictionaries, lecture notes, files or any unauthorised materials except writing equipment are strictly prohibited.

This question paper must be submitted along with all used and/or unused rough papers and/ or graph papers (if any). Candidates are **NOT ALLOWED** to take any examination papers out of the examination hall.

(This booklet contains 2 printed pages including this page)

DO NOT OPEN THIS BOOKLET UNTIL YOU ARE ALLOWED TO DO SO

WARNING:

The Examination Board of Peninsula College Georgetown regards cheating as a very serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in the accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from Peninsula College Georgetown.

For examiner's use only

QUESTION NO.	MARKS
1	/ 25
2	/ 25
3	/ 25
4	/ 25
Total	/ 100

SECTION A

Answer **ANY ONE (1)** out of the two questions from this section.

1. a) Explain the **FOUR (4)** scale of change for organisation as proposed by Dunphy and Stacey (1993). Provide examples for each explanation.
(16 marks)
- b) Discuss any **THREE (3)** major external changes being addressed by organisations.
(9 marks)
[Total : 25 marks]
2. a) Describe the processes in Lewin's Change Management Model.
(9 marks)
- b) Explain any **FOUR (4)** types of waste in lean management
(16 marks)
[Total : 25 marks]
3. a) Your new colleague was unclear about what an open system is. With the aid of a diagram, describe how an open system theory works to him.
(15 marks)
- b) Describe the deliberate and emergent strategies of Mintzberg and Waters (1985).
(10 marks)
[Total : 25 marks]
4. a) Your friend was appointed as an Operations Manager in his company. He was trying to implement some changes in his department but the workers were not keen about the changes. Explain to him any **TWO (2)** main reasons people resist change as proposed by Kotter and Schlesinger (1979).
(6 marks)
- b) List out the **SEVEN (7)** steps to business process re-engineering.
(7 marks)
- c) Recall any **THREE (3)** barriers to organisational learning proposed by Hayes (2010).
(12 marks)
[Total : 25 marks]

- END OF QUESTIONS -